

U.S. Department of Energy

Corporate
Education, Training, and
Development

Business Plan

(6/15/99 Draft)

Spring 1999

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The Secretary of Energy
Washington, DC 20585

March 4, 1999

MEMORANDUM FOR HEADS OF DEPARTMENTAL ELEMENTS

FROM: BILL RICHARDSON *Bill Richardson*
SUBJECT: EFFECTIVELY MANAGING TRAINING RESOURCES

Building a talented, diverse, and versatile workforce that is prepared to meet the challenges of the 21st Century will require the Department of Energy (DOE) to more effectively utilize its scarce training and development resources. Proper use of these resources will result in Federal and contractor employees who are highly skilled and capable of carrying out our critical missions in a safe and reliable manner consistent with recognized standards of excellence.

DOE invests its training resources to maintain and improve Federal and contractor workforce competencies. In response to criticism from the General Accounting Office and the Congress regarding spending levels, the Department reduced expenditures for training and development in its Federal and contractor workforces by nearly one-third from Fiscal Year 1995 to Fiscal Year 1997. These reduced spending levels are reflected in DOE's current budget.

Our challenge now is to make the best use of our limited resources. We must make significant improvements in how we plan and conduct training programs to ensure that these programs are closely aligned with mission priorities and administered efficiently. Improved development of current employees, coupled with selected hiring of highly skilled individuals, will enhance workforce readiness and achieve safety, environmental, national security, and scientific goals for the years ahead.

To ensure these results, I direct you to take the following actions:

Prepare training plans, as required by DOE Order 360.1 TRAINING, that align with your mission priorities and are based on a rigorous assessment of workforce needs. These plans should establish priorities for the funding of training programs and be included in your organization's budget planning and execution activities.

- Prepare individual development plans (IDPs) for your employees to promote professional growth and development consistent with organizational training needs and priorities.
- Eliminate funding of unnecessary training that is not required by law or DOE directives, does not address a mission-related objective, or does not contribute to maintaining a highly skilled, versatile and diverse workforce.



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- Amend DOE contracts to include challenging, performance-based requirements and evaluation criteria for contractor training.

In carrying out these requirements, I expect you to work closely with your managers, employees, and unions to assess training needs and set priorities that are aligned with your organization's strategic mission objectives and employee development goals.

I am directing the Office of Management and Administration to review and clarify Departmental training management policies, including the requirement for DOE Elements to prepare annual training plans and employee IDPs based on systematic needs assessments. In regard to DOE contractors, this review shall include policies to establish specific management and results-based performance objectives for contractor training programs.

Further, I am chartering a DOE-wide Training and Development Management Council composed of senior DOE program and field office officials. The Director of the Office of Management and Administration will convene, name members to and act as chair of the Council. The Chief Information Officer and Chief Financial Officer will be members of the Council and support its activities respectively through increased emphasis on technology supported learning and analysis of budget impacts and potential cost-savings arising from new training initiatives. Contractor training initiatives will also come under the purview of the Council and arrangements will be made to interface with appropriate representatives of the contractor community.

Working with the entire DOE community, the Council will complete the development of the DOE-wide Education, Training and Development Business Plan. The Plan will guide the effective use of resources, establish more uniform and cost-effective ways of developing and conducting training programs, foster training "Centers of Excellence" to eliminate duplicative training courses and improve instructional quality, and help galvanize our efforts in support of the President's Executive Order on using technology to improve the training of Federal employees. The Council will provide me with periodic progress reports on and recommendations for improvements in the management and administration of DOE training programs.

I am asking for your full support of the Training and Development Management Council and in making training and employee development a major focus in preparing our Departmental workforce for the 21st century.

Foreword

The Department of Energy (DOE) is facing a number of serious workforce issues as a result of downsizing, retirements, and hiring moratoriums. The aging of the workforce and the impending loss of critical skills are crucial factors in the need to establish workforce plans that address:

- mission needs
- succession planning
- technical competence
- the ability to attract and retain a talented, versatile and diverse workforce.

The Department and its contractors are faced with challenges to improve business systems performance. This operating environment demands that management focus on continual education, training, and development of the workforce.

Since 1995, the Department has experienced major reductions in the overall operating budgets for education, training, and development activities. The Department must support levels of training and development activities required to assure that the Department has a technically competent and diverse workforce. Doing this in a resources-constrained environment necessitates a corporate or centralized approach rather than a decentralized approach to training.

To this end, we have developed a business plan which we call the Corporate Education, Training, and Development Business Plan (the Plan).

The driver behind DOE's corporate approach to training is the need to coordinate training program management and to centralize the development of Federal and contractor training programs that have cross-cutting applicability. To do this well, it is imperative that the DOE training community work together as a team. This Corporate Education, Training, and Development Business Plan is the vehicle for galvanizing the Department of Energy training community's efforts to improve the quality, accessibility, and cost-effectiveness of critical training programs and activities.

Major strategies and steps for implementing key corporate training initiatives, as defined by the Secretary of Energy and the Training and Development Management Council (The Management Council), are contained within this Plan. The Plan aligns with the DOE's Strategic Plan, the Secretary's Workforce 21 Initiative, Executive Order 13111 "Using Technology to Improve Training Opportunities for Federal Employees," and incorporates Government Performance Results Act-related performance measures. This Plan



Rick Farrell, Director of
Management and
Administration

is a critical tool in assisting the Department with rebuilding a talented and diverse workforce.

The Secretary of Energy and the Management Council believe that the corporate approach to training is the right direction for the Department of Energy to be taking.

However, true success will be achieved by transitioning to a new way of doing business, whereby Departmental organizations conduct careful assessments of training needs, prepare detailed organizational and individual plans to address these needs, and assess the effectiveness of such Plans on workforce performance making adjustments as necessary to address budget and workload priorities.

The new way of doing business will also feature joint efforts, pooling of resources and other corporate initiatives to address the critical training, education, and development needs of the Department's workforce now and in the future.

In summary, the Plan is the Department's training and development roadmap to the 21st Century. The Plan outlines the objectives and actions needed to improve and maintain the competence of a talented, diverse workforce over the next several years in

an integrated, cost-effective and quality manner. The following elements will assure that the Plan is successful:

- Endorsement by the Secretary of Energy
 - Commitment from each member of the Management Council to timely implement provisions of the Plan
 - Support of all Principal Secretarial Officers, Field Site Managers, and Line Managers and Supervisors to ensure that needs assessments, IDPs and training plans are part of the organization's annual training plan process.
 - Development of funding mechanisms and processes that provide resources necessary to carry out the Plan
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Introduction

Forty years ago the Government Employees Training Act (GETA) was passed into law. GETA created the framework for agencies to plan, develop, establish, implement, evaluate, and fund education, training and development programs designed to improve the quality and performance of the workforce. Since 1977, the Department of Energy has provided training, education, and professional development services to thousands of employees and contractors. Much of this work has been accomplished independently by each DOE Departmental element. As DOE's mission changes, the way the Department approaches training, education, and professional development needs to change.

DEPARTMENT OF ENERGY'S CORPORATE APPROACH TO TRAINING

The Department of Energy needs to move from a decentralized approach to education, training, and development activities to a corporate approach. The challenge is to develop an effective alliance of training organizations across the Department to provide for central management while maintaining decentralized operations. The

complexity, diversity, and decentralization of training activities has led to significant duplication of effort and loss of efficiency. It has also led to difficulties in analyzing and reporting consolidated information to accurately reflect the kinds, quantity, and quality of training across the complex.

Increasingly, the Department is being asked to respond to requests from Congress, the General Accounting Office, and other sources for specific training information on both Federal and contractor employees. In addition, needs exist to conduct cross-cutting analyses of training program effectiveness and cost-efficiency. In an effort to address these situations, the corporate approach calls for training managers and organizations across the complex, joining together to improve training policy and practices, while maintaining their focus on the day-to-day operations of various training activities.

Historically, the Department's work has been accomplished through decentralized Federal and contractor organizations that reflect DOE's geographic and functional diversity. Consequently, training organizations currently reflect that decentralization. As a result, the Department has been making a substantial investment of both time and money to provide and maintain the

specialized and technical skills necessary for its personnel to safely and effectively do their jobs.

Under this Plan, the Department has undertaken a number of initiatives to define the methods, processes, and procedures to conduct training across the complex in an integrated manner that utilizes corporate training products and services. The champions for undertaking these actions are the Training Development Management Council and the Training Development Coordinating Group.

The Department of Energy continues to face reduced funding for training as well as Congressional pressure for increased accountability of its training activities. The General Accounting Office (GAO) has conducted a series of audits that have examined training costs, progress on training improvement initiatives, and contractor training programs. Other drivers impacting how the Agency conducts training activities are:

- The Government Performance and Results Act (GPRA).
- The DOE Strategic Plan, and
- The Secretary's Performance Agreement with the President.

This Corporate Education, Training, and Development Business

Plan will aid the Department to rebuild a talented and diverse workforce, improve and maintain workforce competence, and meet its corporate training needs in a cost-effective and quality manner. The Plan outlines how DOE, using a corporate approach, will face the education, training and development challenges in the year 2000 and beyond.

The Plan identifies the specific goals and objectives for the coming years, describes expected products and services for improving DOE training programs, outlines a communications strategy for enhancing education, training, and development activities, and summarizes the budget and financial management issues that must be addressed in order to realize the benefits of approaching education, training, and development issues in a corporate manner.

Business Description

In his memorandum of March 4, 1999, Secretary Richardson stated “Building a talented, diverse, and versatile workforce that is prepared to meet the challenges of the 21st Century will require the Department of Energy (DOE) to more effectively utilize its scarce training and development resources. Proper use of these resources will result in Federal and contractor employees who are highly skilled and capable of carrying out our critical missions in a safe and reliable manner consistent with recognized standards of excellence.” The corporate approach to training is designed to build a training and development business that will overcome these challenges and fulfill the training mission of the Department.

Training and Development Management Council

The Secretary of Energy chartered The Training and Development Management Council to oversee corporate policy, priorities, and direction for the Department’s training community. The Management Council is comprised of senior departmental managers and is chaired by the Director of Management and Administration (MA-1). The equivalent of a corporate Board of

Directors, the Management Council acts on behalf of the Secretary of Energy, taking direction from and reporting to the Deputy Secretary and the Secretary through the Management Council Chairperson. The Director of Training and Human Resources Development serves as the Executive Secretary of the Management Council which meets four times a year.

The Management Council has developed a Corporate Mission, Vision and Goal for the corporate approach to training. (See Figure 1). The Council, using the Department’s performance measurement model, developed eight performance objectives (see Figure 2).

A series of performance measures and expectations have been set to meet the performance objectives. The measures and expectations are specified in the Products and Services section.

The Training and Development Management Council, DOE’s principal secretarial officers, field office managers, and the Office of Training and Human Resources Development will be responsible and held accountable for implementation of the Plan.

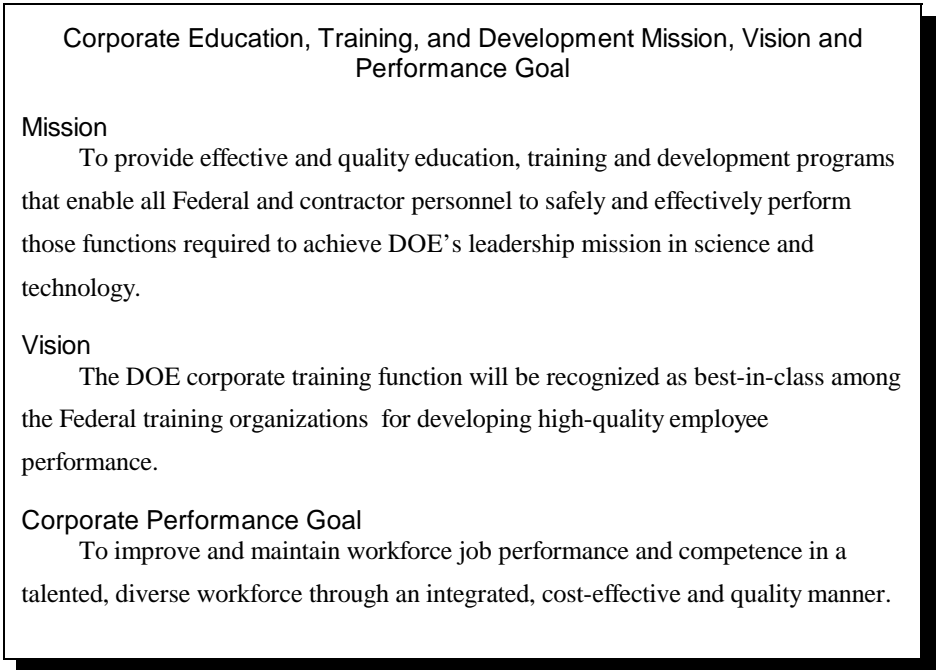


Figure 1

Training and Development Coordinating Group

The Training and Development Coordinating Group (The Coordinating Group) is the staff organization reporting to the Management Council. It coordinates education, training, and development activities conducted by Headquarters, field, and contractor organizations across the Department. Membership is drawn from the DOE Federal training and development community. The Chairman of the Coordinating Group is the Director of Training and Human Resources Development. The Coordinating Group provides recommendations to the

Management Council for corporate direction and decisions. Its purpose is to foster, maintain, and utilize partnering relationships among Headquarters, field, and contractor organizations to achieve corporate education, training and development goals and objectives. The Coordinating Group participates in monthly teleconferences to discuss relevant issues. Face-to-face meetings are held whenever needed to discuss, resolve, and take action on important issues.

Corporate Education, Training, and Development Performance Objectives

Performance Objective 1	Improve and Maintain Workforce Competence.
Performance Objective 2	Provide Education, Training, and Career Development Services in a Cost-effective Manner.
Performance Objective 3	Establish a Corporate Training Management System.
Performance Objective 4	Partner with other Federal Agencies, DOE Contractors, State and Local Governments, Academia, and Non-Profit Organizations to Share Resources and Provide Cross-Cutting Training in a Cost-Effective Manner.
Performance Objective 5	Optimize the Use of Technology-Supported Learning.
Performance Objective 6	Adopt and Apply Relevant and Established Corporate Training Standards, Criteria, and Metrics for Consistent Development, Delivery, and Evaluation of Training.
Performance Objective 7	Implement and Evaluate the Corporate Education, Training, and Development Program.
Performance Objective 8	Implement Steps to Improve Contractor Employee Training Performance.

Figure 2

ROLES AND RESPONSIBILITIES

Department of Energy Principal Secretarial Officers and Field Office

Managers will invest in the Department's corporate approach to training by assuring the education, training and development of their organization and its workforce. This will be systematically accomplished through needs assessments, skill needs identification, and the development of a training plan that will foster the intellectual capital of their organization. Principal Secretarial Officers and Field Office Managers will also support those education, training and development activities that are cross-cutting in nature and that support achieving the goals and missions of the Department of Energy.

The Management Council, comprised of Principal Secretarial Officers and Field Managers, determines the direction of the DOE Corporate Education, Training, and Career Development Program and approves the performance objectives, measures, and expectations outlined in the Plan.

The Management Council determines the methods to commit resources through funding, staff, or both, for the completion of the performance actions outlined within the Plan.

Each member of the

Management Council is jointly responsible for implementation of the Plan. Management Council members will determine the methods to secure and commit the necessary resources to ensure that the performance expectations are met.

Advisors to the Management

Council represent key Corporate Management areas i.e., the Office of Human Resources Management, the Office of Economic Impact and Diversity, and the Office of Procurement and Assistance Management. Advisors review policy and program issues under consideration by the Management Council and provide advice and guidance on potential impacts within their areas of responsibility.

The Executive Secretary of the Management Council coordinates and oversees the completion of the Performance Actions. The Executive Secretary provides recommendations to the Management Council regarding Coordinating Group membership appointments. The Coordinating Group members serves as Performance Task Managers to assure completion of individual Performance Action sheets. The Performance Action sheets identify actions to be taken toward meeting the annual performance objectives. The

Executive Secretary reviews the progress of the Plan implementation on a monthly basis and reports on its progress to the Management Council on a quarterly basis. Specific training issues and options are researched and developed by the Executive Secretary to the Management Council and are presented to the Management Council for action. Examples of issues include: Training Centers of Excellence resource needs, and Department-wide training cost data.

Staff members from the Executive Secretary's office serve as liaisons to each Performance Task Manager to facilitate task completion.

Administrative support to the Corporate Education, Training, and Development Business Plan is provided through the Office of Management and Administration under the direction of the Executive Secretary.

Coordinating Group members serve as Performance Task Managers or as members of teams formed to complete tasks.

Performance Task Managers review the Performance Action sheets; develop task implementation plans that include milestone charts with dates and descriptions of subtasks; and identify the resources needed to complete the tasks. The Performance Task Managers

coordinate activities during the life of the tasks by assigning subtasks to team members. The Performance Task Managers address cost savings/cost avoidance and report on the progress of the tasks to the Management Council's Executive Secretary.

Performance Action Team

Members may be other DOE Federal or contractor employees who can provide expertise in a particular area. Team members complete subtasks outlined on the Performance Action Sheets as directed by the Performance Task Managers.

Contractors take necessary steps to ensure that the contractor community is pursuing performance objectives similar to those in the Plan and consistent with the requirements of DOE Order 350.1 "Contractor Human Resource Management Programs" that assigns responsibility and provides guidance for developing, monitoring, and evaluating contractor education, training and development programs and activities.

Additionally, performance objectives and measures models, used to enhance oversight of business management activities under the Business Management Oversight Pilot (BMOP) Project, will be revised to address contractor training management. The performance objectives and measures

Products and Services

models are communicated to the contractor community by memorandum from the Director of the Office of Management and Administration. This memorandum was last revised in 1996. The performance objectives and measures models constitute the Human Resources policy and performance expectations for laboratories, non-laboratory contractors, and Field Offices.

The Models are used to set specific performance measures and expectations at the local level. The Office of Training and Human Resource Development will work closely with the Office of Contractor and Resource Management to provide business management oversight as local performance measures are established.

BUSINESS RISKS

A goal of the DOE's Corporate Approach to Training is to coordinate training program management and to centralize the development of Federal and contractor training programs that have cross-cutting applicability. Potential business risks of implementing a centralized training approach are threefold:

- Training money/funding is more visible and, therefore may be more

vulnerable to cuts or redirection

- Resistance to the corporate approach in favor of parochial interests or perceived job threats
- Large front-end investment is anticipated and may be difficult to attain in some cases

EVALUATION

The performance objectives, measures, and expectations developed for the Plan will permit the Department to evaluate how effectively Plan initiatives are being implemented and institutionalized.

The Management Council in conjunction with the Office of Training and Human Resources Development will conduct periodic evaluations of plan effectiveness.

A major part of DOE's mission is *"to support continued United States leadership in science and technology."* One way the Department maintains its status as a major partner in world class science and technology is through its educational and information dissemination programs. The Department's corporate education, training, and development mission is to ensure that quality education, training,

and development programs are designed to meet the skill mix requirements necessary to develop and maintain a talented, diverse, and high-quality workforce that is recognized for business excellence, for nurturing creativity, for its trustworthiness, and for delivering results.

CORPORATE PRODUCTS AND SERVICES

This Section specifies the major products and services that will be produced under the Plan to improve corporate training programs at the Department of Energy. However, it is important to remember that each training organization is responsible for the day-to-day operations of the learning activities at its location.

The performance objectives outlined in this section represent the high-level objectives that the Management Council has determined should be the focus of DOE's corporate education, training, and development efforts through 2002. Each objective has a number of performance measures and performance expectations to be achieved. To reach these expectations, the training community will need to accomplish a series of tasks or performance actions in producing the product and service

commitments in the Plan. A Business Reason is identified for each performance objective to explain why the Management Council believes the particular performance expectations are important to the Department's education, training, and development program.

An Action Plan for the Plan's products and services will be developed. The Action Plan will identify task managers, major steps, milestones and estimated costs to complete the task. The Action Plan will also monitor the progress and outcomes of the Performance Objectives as outlined in the Plan.

**Performance
Objective 1**

Improve and
Maintain
Workforce
Competence

Annual Training Plans /Individual Development Plans / Needs Assessments

Business Reason

Annual training plans will provide a systematic approach to improving organizational and workforce performance. Line managers and supervisors need to determine the training needs of employees under their supervision, and to develop Individual Development Plans that address organizational and employee training needs. The Secretary, in his March 4, 1999 memorandum, "Effectively Managing Training Resources" directed that these actions take place as required by DOE Order 360.1, "Training" and recommended by the GAO.

These plans will also establish a corporate baseline indicating the number of organizations that have an effective organizational and individual development program.

Performance Measure 1-1

Percentage of DOE elements that have Annual Training Plans, a viable Individual Development Plan program, and have completed a needs assessment to identify critical training and development needs.

Performance Expectation 1-1

As part of the HRMAP process, 100% of DOE elements will forward an Annual Training Plan to DOE HQ. The Annual Training Plan elements will incorporate Needs Assessment and IDP results. A viable IDP Program will be in place by 12/01/99.

Product/Service

- Guidance in Developing Annual Training Plans
- Guidance in Completing Element Training Needs Assessments
- Preparation of Functional/Occupational Needs Assessment Report for the Department
- Guidance in preparing Annual Individual Training and/or Development Plans

Federal Technical Capability Program Support and Development

Business Reason

Several commitments under the revised Implementation Plan are training-related and will involve training managers at defense nuclear facilities. These responsibilities center on qualifying applicable employees under the Technical Qualification Program and the standard for the Senior Technical Safety Manager (STSM). The revised Implementation Plan is the guiding document for achieving the performance expectation that all the initial commitments will be completed by 12/31/99.

Performance Measure 1-2

Percentage of complete Commitments in the Implementation Plan 93-3 and Action items established by the Federal Technical Capability Panel (FTCP) in accordance with the directions of the FTCP chair to improve DOE Technical Capability in Defense Nuclear Facilities Programs.

Performance Expectation 1-2

All of the initial commitments of the 93-3 Implementation Plan will be completed by the end of CY99.

Product/Service

- Updated Handbook entitled "Recruiting, Hiring, and Retaining High Quality Technical Staff; A Manager's Guide to Administrative Flexibilities
- Conducted Workshops to increase awareness of administrative flexibilities to line management
- Revised Technical Qualifications Program
- Revised Technical Leadership Development Program
- Prepare Semi-annual Reports for the Defense Nuclear Facilities Safety Board

Performance Objective 1

Improve and Maintain Workforce Competence

**Performance
Objective 1**

Improve and
Maintain
Workforce
Competence

Management and Supervisory Training

Business Reason

The Training and Development Coordinating Group has identified the need to re-establish a requirement for training for new managers and supervisors. A framework document for management and supervisory training will be completed by 07/31/99

Performance Measure 1-3

A completed management and supervisory training framework document.

Performance Expectation 1-3

A framework document for management and supervisory training will be completed by 07/31/99.

Product/Service

- Framework for conducting Department-wide management and supervisory training

Average Training Cost Per Employee

Business Reason

Past reports from the General Accounting Office (GAO) have indicated that DOE's average training cost per employee is not in alignment with federal and private industry counterparts. The Management Council agrees that this issue needs to be studied. The cost information gathered by GAO will be reviewed to determine a consistent method to calculate the current average cost. Average costs of other agencies and private companies, similar in mission, size and scope, will be reviewed. A comparative analysis will be conducted and, if necessary, recommendations will be made to bring DOE costs in line with the other benchmarked agencies and companies. DOE's average training costs per employee will be in alignment with industry and similar government agencies by 12/31/99.

Performance Measure 2-1

DOE's average training cost per employee is in alignment with similar federal agencies and the private sector.

Performance Expectation 2-1

DOE's average training cost per employee will be in alignment with similar federal agencies and the private sector by 12/31/99.

Product/Service

- Comparative Analysis Of DOE Average Training Costs

Performance Objective 2

Provide Training, Education and Career Development Services in a Cost-Effective Manner

**Performance
Objective 2**

Provide
Training,
Education and
Career
Development
Services in a
Cost-Effective
Manner

Duplicate Training Courses

Business Reason

The decentralized nature of DOE's training operations has led to the development of duplicate training courses. The magnitude of the problem is unknown. The first step is to establish a baseline, by quantity and topic, of duplicate training courses developed and funded by DOE. The second step is to develop a system to prevent duplicate development of Federally funded training courses. An integral part of this system will be Training Centers of Excellence that will reduce duplicative design, development and delivery of training in specific topical areas. The goal is that by 12/31/99 the Department will no longer fund the development of duplicate training courses.

Performance Measure 2-2

Number of duplicative DOE-developed training courses.

Performance Expectation 2-2

DOE does not fund development of duplicate training courses as of 12/31/99.

Product/Service

- Baseline of Duplicate Training Courses, Developed and Funded by DOE and Guidance on Tracking Development of DOE-funded Training Courses

Training Centers of Excellence

Business Reason

The Training Centers of Excellence Program was successfully launched in December 1997 with the designation of two Training Centers of Excellence. Expansion of the program calls for the formation of a panel of training and subject matter experts to manage the application and review process, the recommendation of topical areas for COE designation, the development of general operating principles, and the evaluation of operating COEs. Six Training Centers of Excellence will be established by 12/31/00.

Performance Measure 2-3

Establish 6 Training Centers of Excellence to foster sharing of training resources, reduction in development of duplicate training, and provision of quality training in a specific topical/functional area.

Performance Expectation 2-3

6 Training Centers of Excellence will be established by 12/31/00.

Product/Service

- Training Centers Of Excellence Review Panel Established
- Six Training Centers Of Excellence Designated
- Training Center of Excellence Operating Policy, Philosophy, Principles and Practices Established

**Performance
Objective 2**

Provide
Training,
Education and
Career
Development
Services in a
Cost-Effective
Manner

**Performance
Objective 2**

Provide
Training,
Education and
Career
Development
Services in a
Cost-Effective
Manner

On-The-Job (OJT) Training Guides

Business Reason

OJT Guides are considered a cost-effective method of providing training for many tasks performed across DOE. The number of OJT Guides and the topics they cover is unknown. A data call will be conducted and catalog will be produced and made available to Departmental training offices by 12/31/99.

Performance Measure 2-4

OJT guides are cataloged and made available to all Program Elements and Field Offices.

Performance Expectation 2-4

OJT guides are cataloged and made available to all Program Elements and Field Offices by 12/31/99.

Product/Service

- Catalog Of On-The-Job Training (OJT) Guides

Career Development-Related Details and Rotational Assignments

Business Reason

Employee details and rotational assignments for career development purposes are also considered a cost-effective, mutually beneficial method of training employees. To determine if details are being utilized, the first step is to establish a baseline. Guidance will be developed and made available on using career-development details and rotational assignments as a means of training. Increase usage of career development-related details and rotational assignments as a means of providing training by 25% by 12/31/01.

Performance Measure 2-5

Increase usage of career development-related details and rotational assignments as a means of providing training by 25%.

Performance Expectation 2-5

Establish baseline and develop guidelines on using career development-related details and rotational assignments by July of 1999. Increase usage of career development-related details and rotational assignments as a means of providing training by 25% by 12/31/01.

Product/Service

- Guidelines On Using Career-Development Details And Rotational Assignments (As A Means Of Training)

**Performance
Objective 2**

Provide
Training,
Education and
Career
Development
Services in a
Cost-Effective
Manner

**Performance
Objective 3**

Establish a
Corporate
Training
Management
System

CHRIS Training Administration Module

Business Reason

This is a critical corporate training initiative. A CHRIS Training Administration Module project plan has been developed. The next step is to develop an implementation plan with milestones and deliverables. The project will continue to receive a high-level of attention from the Management Council. Implementation Plan development, pilot site tests, and full implementation will be completed by 10/01/99.

Performance Measure 3-1

Complete an implementation plan, pilot the Training Administration Module, and implement complex-wide.

Performance Expectation 3-1

Complete an implementation plan, pilot the Training Administration Module, and implement complex-wide by 10/01/99.

Product/Service

- Finalize the Implementation Plan for the Corporate Human Resources Information System Training Administration Module, Operate Module at a Pilot Site, Bring all DOE Elements Online

Training Partnerships/Regional Training Councils

Business Reason

Training partnerships within DOE and with other parties such as Federal agencies, State and local governments, academia, and non-profit organizations can be mutually beneficial and cost-effective. There is anecdotal evidence of effective partnerships across DOE. Information on existing partnerships will be gathered and cost savings/cost avoidance information compiled and shared with DOE training offices and appropriate congressional offices. Personnel from several DOE training offices participate on regional training councils with other federal agencies. The councils are a cost-effective means of sharing cross-cutting training with other federal agencies. Information on existing councils will be gathered and cost savings/cost avoidance information compiled and shared with other DOE training offices. A guidance document on training partnerships and training council formation that includes lessons learned and calculations on cost savings/cost avoidance as a result of regional councils will be developed and distributed to interested parties.

Performance Measure 4-1

Amount of cost savings (or cost avoidance) attributed to training partnerships/training councils.

Performance Expectation 4-1

Cost savings (or cost avoidance) due to training partnerships and/or participation in training councils will increase by 25% by the end of FY00.

Product/Service

- Guidance Document on Forming Training Partnerships and Training Councils that includes Lessons Learned, and ways to Calculate Cost Savings/Cost Avoidance as a Result of Partnerships and Council Membership

Performance Objective 4

Partner with Other Federal Agencies, DOE Contractors, State and Local Governments, Academia, and Non-profit Organizations to Share Resources and Provide Cross-cutting Training in a Cost-effective Manner

**Performance
Objective 5**

Optimize the
Use of
Technology-
Supported
Learning

Technology-Supported Learning Program

Business Reason

The Department is in the process of implementing a technology-supported learning program. To date, a business case and project plan have been developed. The next step is to develop the implementation plan. The vision of this program is to meet learning needs of the Department employees through a mix of traditional instructional methods and the use of compatible technology-supported learning tools (interactive-television, computer-based training, and Internet, WEB-based training). An implementation plan will be completed by 07/31/99. Pilot projects demonstrating a TSL-based training course will be produced by 12/31/99.

Performance Measure 5-1

Both Technology-Supported Learning Implementation Plan and TSL Pilot Project completed.

Performance Expectation 5-1

TSL Implementation Plan will be developed and produced by 07/31/99.

Pilot projects demonstrating TSL-based training course will be completed by 12/31/99.

Product/Service

- Implementation Plan For Technology-Supported Learning (TSL)
- Pilot projects demonstrating TSL-based training course

**DOE Corporate Handbook of Training Standards,
Criteria, and Metrics**

Business Reason

A corporate approach to training calls for consistency in how the Department conducts business. The TDCG will research, review, and endorse training standards, criteria and metrics to be used throughout DOE for the consistent development, delivery, and evaluation of training. A DOE Handbook on recommended training standards, criteria, and metrics will be developed and promulgated by 12/31/99.

Performance Measure 6-1

DOE Handbook on corporate training standards, criteria, and metrics developed, approved and promulgated.

Performance Expectation 6-1

The Training and Development Coordinating Group (TDCG) will meet, as needed, to review, revise, adopt, and apply relevant and established corporate training standards, criteria and metrics.

DOE Handbook on corporate training standards, criteria, and metrics will be developed by 12/31/99.

Product/Service

- DOE Handbook on corporate training standards, criteria, and metrics

**Performance
Objective 6**

Adopt and Apply
Relevant and
Established
Corporate
Training
Standards,
Criteria, and
Metrics for
Consistent
Development,
Delivery, and
Evaluation of
Training

**Performance
Objective 7**

Implement and
Evaluate the
Corporate
Education,
Training, and
Development
Program

**Implementation and Evaluation of the Corporate Education,
Training, and Development Business Plan**

Business Reason:

The Corporate Education, Training, and Development Business Plan and the corporate approach to training play a critical role in developing and maintaining the Department's Federal and contract workforce.

The effectiveness of this program will impact on the ability of the Department to attract, recruit, train, and develop a talented and diverse workforce in the future. To accomplish the business plan performance objectives, it is essential to know that the necessary resources are available. Evaluation efforts will assure that the Business Plan and the corporate approach to training is yielding the desired results.

Performance Measure 7-1:

Availability of necessary resources to meet the performance objectives of the Corporate Education, Training, and Development Business Plan. Plan evaluated for effectiveness.

Performance Expectation 7-1:

Resource issues and options will be developed and addressed by the Training and Development Management Council. The Training and Development Management Council will evaluate the overall effectiveness of the Corporate Education, Training, and Development Business Plan by 12/31/01.

Product/Service:

- Resources to carry out the Corporate Education, Training, and Development Business Plan.
- Data to effectively measure and evaluate the overall success and effectiveness of the Corporate Education, Training, and Development Program will be obtained through:
 - Department of Energy budgets for education, training, and development activities that are based upon mission needs, critical skill needs, and new skill requirements
 - Departmental element training program management reviews through the Human Resources Management and Accountability Program
 - Reviews of Department-wide training cost data
 - Review and assessment in support of four distinct perspectives - mission needs, succession planning, technical competence, and ability to attract and retain a talented, versatile, and diverse workforce.
- Report overall effectiveness of the Plan to the Secretary as necessary.

Contractor Training Performance Objectives and Measures

Business Reason

The GAO recommendations report includes the need to improve the oversight of contractor employee training performance. Performance measures related to contractor training performance are not included in many contracts and are inconsistent across the complex. Consistent guidelines and model performance measures will increase the Department's ability to properly evaluate contractor training activities. Best practices will be recommended throughout the Department. The general performance objectives will be used by contracting officers and contracting officers' representatives to negotiate specific performance measures for individual contracts. General guidance for monitoring contractor training performance and use of performance measures will be institutionalized by revising the requirements of DOE Order 350.1 "Contractor Human Resource Management Programs."

Performance Measure 8-1

Revised training performance objectives appropriate for inclusion in contracts, authorization agreements, or other controlling documents and institutionalized processes for establishing contractor training performance objectives.

Performance Expectation 8-1

Best practices for existing performance measures related to contractor employee training will be benchmarked and model performance measures will be devised by 9/30/99. Revised DOE Order will be submitted to the directives system by 9/30/99.

Product/Service

- Model training performance objectives and revised directives for contractors use

**Performance
Objective 8**

**Implement Steps
to Improve
Contractor
Employee
Training
Performance**

Marketing and Communications

DOE is firmly committed to a corporate approach to training through development and delivery of corporate training products and services.

However, these corporate products and services must be timely developed, professionally implemented and fully utilized if the Department is to significantly improve its training programs. This will only be successfully accomplished if the DOE training community and its customers – DOE managers, employees and contractors – are aware and supportive of these products and services and understand the benefits of using them. The Plan's marketing/communications strategy provides a basic approach and action plan that will address the following:

- Who needs to be informed? – The target audience
- What will they need to know? – The message
- How will they be informed? – The media or method
- Who will be responsible for implementing this Plan? – The Marketing Group
- When will they be informed? – The schedule
- What will the future hold? – The Marketing Forecast

Who is the Target Audience for these Corporate Training Products and Services?

Top-Level Management including Principal Secretarial Officers, Field Office Managers, the Chief Financial Officer, the Office of Procurement and Assistance Management, and other senior management who stand to benefit from increased quality, consistency, and cost-effectiveness of their education, training, and development programs.

Line Managers and Supervisors who will benefit from having information on corporate education, training, and development products and services when assessing employee education, training, and development needs and requirements.

Training Office Managers and Support Staff in the DOE training community who have responsibility for assuring that DOE's training products and services are of the highest quality and are consistent, effective, and cost-efficient across the DOE complex.

DOE Employees, Employee Unions, and Contractors who will benefit from improved quality, accessibility, reciprocity, and cost-effectiveness of training to improve job

performance, to meet Technical Qualifications Program (TQP) requirements, to enhance career and professional development, and to respond to a changing mission.

Key DOE Stakeholders with varied concerns:

- Members of Congress, who continue to focus on the Department's training costs
- Defense Nuclear Facilities Safety Board, whose focus on Federal workforce technical competence and qualifications is a key driver affecting training goals
- Taxpayers, who ultimately pay for the education, training, and development activities

What Will the Target Audience Need to Know? – The Message

There are two fundamental actions to take in developing the marketing message for DOE's corporate training products and services:

- Define Product Advantages
- Capture Customer Mindset

The overall marketing message will be based on the completion of these actions.

Defining Product Advantages

The expected overall advantages of DOE's corporate training products and services include the ability to maximize the utilization of resources, to enhance standardization/consistency, to decrease redundancy, to better respond to congressional concerns, to improve employee performance, to elevate the training community's ability to meet goals, to promote just-in-time training and to increase cost efficiencies.

DOE's corporate training products and services are designed to meet the training performance objectives in this Plan. Training managers and supervisors who use these products and services will be able to:

- Ensure that employees have an approved annual/individual training and/or development plan and that mandatory training requirements are met on a timely basis
- Ensure that Program Elements and Field Offices have annual training plans
- Assist the Department in maintaining technical competence in the workforce through the Technical Qualification Program and the Senior Technical Safety Manager Program

- Provide managers and supervisors with training to help them effectively carry out their managerial responsibilities
- Provide education, training, and development activities in a cost-effective manner through programs such as the Training Centers of Excellence, career development details and rotational assignments, and a clearinghouse for the development of new training courses
- Encourage training partnerships and active participation in federal regional training councils
- Increase the use of technology-supported learning
- Identify corporate training standards, criteria and metrics for improved development, delivery, and evaluation of training
- Ensure continuous improvement of DOE's education, training, and development program

Capturing Customer Mindset

Next, it is essential to capture the customer mindset. The corporate approach to training is in essence a supportive and collaborative partnering relationship and its ultimate success hinges on this mindset. Absent a corporate approach, competing priorities within the various organizations will tend

to take precedence over crosscutting Departmental needs. If the marketing message can touch this collective corporate "nerve," it can go a long way toward helping DOE meet its training goals.

How Do We Market/Communicate DOE's Corporate Training Products and Services?

The message will be delivered through various distribution channels:

- The Management Council Chairperson and the Management Council members to Congressional staff, DNFSB representatives and other external oversight groups
- By the Director of Training and Human Resource Development, corporate training products and services team leaders, and Training Center of Excellence directors to the DOE training managers, Training and Development Coordinating Group members, the Federal Technical Capabilities Panel, the Energy Facility Contractors Group (EFCOG), and the Training, Resource and Data Exchange (TRADE) organization
- By the Heads of Program Elements and Field Offices to their line managers and supervisors

- By local training managers and training staff to line managers and supervisors after adding any local elements

Message will be delivered through multiple media and communications methods the following ways:

- The Management Council will provide copies of the Plan to senior managers
- The Management Council will provide copies of the Plan to training managers at both DOE offices and to the DOE contractor community through the Energy Facility Contractors Group (EFCOG) and the TRADE organization
- The Director of Training and Human Resource Development will hold Coordinating Group meetings, Technical Personnel Coordination Committee teleconferences, monthly training community calls, and training coordinators meetings
- Under the direction of the Director of Training and Human Resource Development, Performance Action Managers will hold forums throughout the DOE training community. The forums, such as workshops and focus groups, will deal with corporate training products and services

- The Clearinghouse for Training, Education, and Development homepage on the Internet (<http://cted.inel.gov/cted>) will make the Plan available
- Training advertising/communication methods such as LAN/DOECAST; TRADE Bulletins, etc. will disseminate the Plan

Who is Responsible for Overseeing the Implementation of this Marketing/ Communications Strategy?

A marketing and communications work group will be established and managed under the direction of a Management Council member to lead the development and implementation of a marketing/communications plan. The Group will be responsible for:

- Developing an action plan and identifying the required resources for implementing the Marketing Plan
- Assigning specific responsibilities for implementing the Marketing Plan
- Establishing short-term evaluation points to assess any necessary adjustments to the Marketing Plan and to capitalize on new complementary initiatives in the pipeline
- Determining how to measure the

success of the Marketing Plan

**When Will this
Marketing/Communications
Strategy be Implemented? –
Schedule**

Establishment of a Coordinating
Group Marketing and Communications
Team will occur after promulgation of the
Plan. Implementation of the marketing
and communication strategy actions will
occur throughout 1999 and 2000.

Financial Management

In the Federal government and with DOE's major contractors, the "financial" perspective differs from that of the traditional private sector. Success for public organizations should be measured by how effectively and efficiently these organizations meet the needs of their constituencies. In government, and for DOE's major contractors, this approach emphasizes cost efficiency, thereby delivering maximum value to the customer for each dollar spent. Consequently, this section will focus on the following funding issues:

- Implementation of the Business Plan in a cost effective and efficient manner
- Delivery of maximum value to customers/stakeholders
- Evaluation/return on investment
- Determination of a funding/resources baseline for anticipation of the FY 2001 and future budgets rather than balance sheets

The Management Council believes that implementation of the Plan will result in a more unified approach to training employees, improved management of education, training, and developmental activities across the Department, and the delivery of a more

efficient and cost-effective training, education, and development program. Implementation of the Plan will also help address the issues presented in the General Accounting Office (GAO) reports. To attain these results, it is vital to relate education and training to organizational and workforce competence and performance and to consider the return on investment in the decision-making process. Through the implementation of the Plan, the Department expects to improve the utilization of financial resources in support of training through efforts that:

- Eliminate redundancy
- Assure that DOE training related costs (e.g., travel and time in training) are aligned with programmatic needs and more consistent norms in other Federal agencies as well as private industry
- Utilize technology-supported learning
- Increase student/instructor ratios
- Share resources within the Department and with other agencies
- Consider outsourcing when appropriate
- Improve the cost-efficiency and quality of the training programs via Centers of Excellence and other centralized developmental and

delivery mechanisms

RESPONSIBILITIES FOR FUNDING THE BUSINESS PLAN

The Management Council, acting on behalf of the Secretary of Energy, and working closely with the Chief Financial Officer organization, will address critical organization-wide financial management issues, especially the various sources of financing needed to fully implement this plan. The Management Council recognizes that joining forces for collaborative work is essential, especially in the context of limited budgetary resources in the Department. Without the financial support of DOE organizations for this Plan, many of its objectives will not be able to be achieved.

MAKING EFFECTIVE USE OF TRAINING RESOURCES

Successful implementation of the corporate training products and services within this Plan over the next several years includes opportunities to achieve positive returns on investment by:

- Making better use of technical capabilities and enhance existing capabilities
- Marketing/Advertising existing resources (subject matter experts, facilitators, and programs)

- Establishing additional Training Centers of Excellence
- Increasing partnerships with interagency (Federal, State, and local) councils, DOE contractors, and DOE unions
- Writing training contracts that incorporate a consistent framework for training performance
- Reaching greater numbers of customers through maximizing resources and technology
- Providing management with better information and support on the Department's training resources
- Using more in-house subject matter experts.

An Action Plan for the Plan's products and services will be developed. The Action Plan will monitor the progress and outcomes of the Performance Objectives as outlined in the Plan.

It is assumed that the Plan and its associated tasks will be carried out within existing budgets (Federal/Contractor staff) in FY-1999 and FY-2000. However, future budgets may not be sufficient to:

- Address the continuing emphasis placed on nuclear safety within the DOE nuclear facilities complex
- Maintain the Department's research

and development capabilities

- Undertake new technology-supported learning initiatives as described in Executive Order 13111, “Using Technology to Improve Training Opportunities for Federal Employees”

Budget and resource requirements and associated funding strategies will be addressed by the Management Council in collaboration with the Chief Financial Officer. A number of funding options to better manage the Department’s training and development business will be considered and include:

- Resource pooling within Program Direction Accounts for education, training, and development. This will provide mutual benefit to those organizations contributing
- Charge-back for education and training services rendered
- Develop a central Department-wide account for education, training and development activities that will be cross-cutting and corporate in nature

The benefits and drawbacks of these funding options will be addressed by the Training and Development Management Council.

The Department’s training costs will continue to be validated through benchmarking activities within DOE,

with other Federal agencies and private industry. Future Department of Energy budgets for education, training, and development activities will be based upon mission needs, critical skill needs, and new skill requirements.

ANTICIPATED VALUE

The Plan and companion annual Action Plan with its associated performance objectives will reflect the “start-up” costs of implementing a sound business approach to address the education, training, and development needs of the Department’s workforce. The Action Plan’s Performance Action Sheets will provide for:

- A corporate education, training, and development infrastructure
- A Departmental training policy framework
- A corporate training management information system
- Critical skill needs assessment(s) and development plans that are linked to DOE program objectives and missions
- A plan to address lifelong learning through technology
- A means to track training costs in a consistent manner
- Identification of training cost-

savings/cost avoidance

- Continuous improvement of the Department's education, training, and development program

The most important value to be derived from the Plan is its benefit to our personnel, Congress, and the taxpayer. Implementing the Plan will lead to improvements in:

- Assessing critical workforce skills
- Providing high quality training design
- Developing and delivering training
- Determining realistic costs of providing for a technically-competent, talented and diverse workforce
- Improving overall organizational and job performance.

Some areas where investment in the initiatives contained in the Plan may provide significant benefits include improved:

- Safety of the DOE workforce
 - Clean-up of DOE sites
 - Research and development activities of the Department
 - Maintenance of nuclear facilities and nuclear criticality safety
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Evaluation of the Plan

The Management Council will evaluate the overall progress of the Corporate Education, Training, and Development Business Program by reviewing and assessing the corporate training and development initiatives contained in this Plan, as well as those of individual Departmental elements.

The Department will also assess its education, training, and development activities through the Departmental Human Resources Management Accountability Program (HRMAP). HRMAP is an annual assessment of policies, programs, and procedures used in managing the effectiveness of the Human Resources program through input from line managers, human resources practitioners, and gathering various data sources. Contractor performance will be assessed through negotiated contractual performance agreements and the Business Management Oversight Program (BMOP).

The Management Council has ultimate responsibility for evaluating the overall progress and effectiveness of the Plan and reporting the results of the evaluation to the Deputy Secretary and/or the Secretary as necessary. The Plan will be reviewed periodically by the Management Council to assess the initiatives undertaken corporately. The

first such evaluation will be completed no later than July 2000. Results will be reported to the Deputy Secretary. Also included in this report will be any recommendations determined by the Council to be of critical importance to improvement of DOE corporate training programs.

Attention will also be focused on individual Program Elements in support of performance improvement, customer satisfaction, and continual increases in organizational competence and readiness. This will help ensure alignment between both organizational and cross-departmental initiatives and will identify the future needs and direction of Management Council activities.

The Management Council and the Coordinating Group will benchmark activities with regard to training costs to enhance alignment with other Federal agencies and private industry. They will also incorporate performance measures that will address the DOE HRMAP and BMOP requirements for federal and contractor organizations.

In summary, the Corporate Education, Training, and Development Business Plan will employ a number of assessment methods and instruments to assure performance improvement, customer satisfaction, and continual increases in organizational learning.

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